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FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION OF UNESCO

PART I

REPORT BY THE DIRECTOR-GENERAL

SUMMARY

Pursuant to 36 C/Resolution 104 and 189 EX/Decision 11, the Director-General presents herein a report on progress in follow-up to the Independent External Evaluation of UNESCO.

The Ad Hoc Working Group on the IEE was highly productive in formulating concrete steps in response to the five strategic directions. Its work was supplemented by the action points of the Director-General. A number of them were completed at the 189th session of the Executive Board and progress is ongoing under each of the five strategic directions.

Action expected of the Executive Board: proposed decision in paragraph 10.

I. INTRODUCTION

1. The final report of the Independent External Evaluation of UNESCO (IEE) was presented to the 185th session of the Executive Board in response to 35 C/Resolution 102. The Executive Board decided at that time (185 EX/Decision 18) to establish an Ad Hoc Working Group to examine the report and develop proposals concerning its recommendations. In the same decision, the Executive Board requested the Director-General to submit to the following session a plan of action on the follow-up to the IEE by the Secretariat. The 87 planned actions presented in document 186 EX/17 Parts I and II were endorsed by the Executive Board which invited the Director-General to present thereafter a report on progress achieved at each session of the Board.
2. The General Conference adopted Resolution 104 in its 36th session inviting the Executive Board to continue to monitor the follow-up to the IEE by examining the periodic progress reports presented by the Director-General and to express its views thereon through explicit decisions.
3. The Director-General remains strongly committed to a constructive collaboration with the Governing Bodies in support of the reform of the Organization. Despite the challenging financial situation of the Organization, progress has continued to be made in the implementation of the recommendations resulting from the IEE, which is part of the ongoing reform process.

II. PROGRESS REPORT

4. Progress is ongoing under each of the strategic directions, most notably with regards to UNESCO's involvement with the United Nations (S.D. 3) and the development of a partnership strategy (S.D. 4) for which three items have been completed during the reporting period. At the 189th session, 26 items were reported as completed and 61 as ongoing. A number of Executive Board members expressed concern that some of the items reported as completed in fact required further action.¹ Taking this concern and the distinction between completion at the decision-making level and at the implementation level into account, it was decided to reclassify six items from "completed" to "ongoing"; this brings the total of completed actions to 23 and of ongoing actions to 64 (see 190 EX/INF.12).
5. A number of items which were completed for the 189th session have now been fully integrated into the Organization's work practices. Some items did not require specific action for this session of the Executive Board and have been reported as such in 190 EX/INF.12.
6. The following section highlights the main progress achieved under each of the five Strategic Directions of the IEE final report. The detailed progress is reported in 190 EX/INF.12 which presents the status of implementation at the 190th session along with the status previously reported at the 189th session.

Strategic Direction One – Increasing UNESCO's Focus

The IEE successfully raised the need to focus UNESCO's work. While this entails a long-term process, significant progress is already taking place. Document 36 C/5 has a limited number of expected results. Furthermore, the current budgetary constraints lead to a sharper focus of UNESCO's work. The significant reduction in the number of work plans and the restructuring efforts of sectors to streamline work practices demonstrate that UNESCO is on track to increase the focus of its work.

¹ For example, item 5 (h) on the role of National Commissions, was previously reported as "completed", while a number of Executive Board Members recommended to keep it "open/ongoing" as the tripartite group is yet to be established.

- Increasing UNESCO's focus is one of the key principles underlying the preparation of documents 37 C/4 and 37 C/5. In the preparatory questionnaire, Member States have been invited to propose a limited list of overarching objectives as well as areas of work to be discontinued, using a point system. Meanwhile the preliminary sectoral proposals for the two strategic documents underpinning UNESCO's activities also demonstrate an effort to further focus UNESCO's work (see document 190 EX/19 Part I).
- The principles of intersectorality and focus were successfully applied to the selection of 55 projects to be managed by UNESCO's six intersectoral platforms. The initial project proposals (totalling 198) were reviewed and a final set of 55 projects were shortlisted using a point system through an open and transparent process.
- In view of the current budgetary constraints, all sectors had to improve their efforts to further focus their activities. Noticeable examples include: (i) ED's decision to reach out to fewer countries in each thematic area and to focus on regional and subregional intervention, as well as to increase the alignment of both extrabudgetary projects and category 1 institutes' activities on the sector's core programme; (ii) CI's comprehensive review of activities for submission to the Emergency Fund, the mapping of all its operational partners and analysis of entry points into UNDAFs; and (iii) CLT's concentration on the standard-setting instruments and the reorientation of some activities exclusively toward the field.
- Individual sectors' submissions with regards to their efforts to focus are reported in the Annex I to document 190 EX/INF.12.

Strategic Direction Two – Positioning UNESCO Closer to the Field

The reform of the field network focuses first on Africa. Several steps have been taken to reorganize field offices in the region, including the restructuring of the two regional bureaus. The reform should be completed by the end of 2013.

- At its 36th session the General Conference approved a comprehensive reform of the field network which will first focus on Africa and is to be completed by the end of 2013. Progress achieved to date comprises: the establishment of the first two regional multi-sectoral offices in Dakar and Nairobi, the creation of two new national PCPD offices, and the preparation of the administrative and financial support platform in Addis Ababa.
- All field offices have been requested to prepare UNESCO Country Programme Documents (UCPD). To date 29 are finalized and published, and 10 are under review.
- New information and communication tools are being introduced to ensure a better communication between Headquarters and field offices (e.g. the comprehensive communication forum UNESCOMMUNITY).

Strategic Direction Three – Strengthening Participation in the United Nations

Due to continuous efforts UNESCO has achieved significant progress in strengthening its involvement and leadership within the United Nations. This is evidenced by UNESCO being entrusted with a key role in several global initiatives as well as greater responsibilities at the field level.

- UNESCO has achieved major progress to increase its engagement with the United Nations, and to demonstrate its leadership role. The Organization has been entrusted with a key role in several global initiatives such as: the review of the CEB's work practice, and

the review of funding modalities supporting United Nations Resident Coordinators, for which UNESCO's Director-General is assuming a coordinating function.

- Sectors are also taking on leadership positions in their respective work areas. Noticeable examples include: the United Nations Secretary-General's new global initiative on education for which the Director-General of UNESCO will act as Executive Secretary with the support of the Education Sector, the endorsement by the CEB of the United Nations Plan of Action on the Safety of Journalists which is the result of the leading work of the CI sector, CLT's primary role in the MDG-F Thematic window on Culture and Development, and designation of UNESCO as lead United Nations agency for the 2013 International Year of Water Cooperation and the 2013 World Water Day.
- The participation of UNESCO in Rio+20 was substantial with the organization of the Forum on Science and Technology and Innovation for Sustainable Development with the International Council for Science and other partners. During the conference UNESCO led three official side events (Educating for a Sustainable Future; Know our Ocean, Protect Our Marine Treasures, Empower Ocean Citizens; and the International Year of Water Cooperation in 2013). The Rio+20 outcome document places sustainability firmly on the global agenda with strong messages for UNESCO on education for sustainable development, on the role of the sciences for sustainability, on the oceans, and on the importance of ICTs.
- The United Nations Secretary-General announced the establishment of an International Scientific Advisory Board to provide comprehensive advice to him and United Nations agencies on all dimensions of science, technology and innovation for sustainable development. The Board will bring together eminent specialists representing diverse backgrounds and regions, and from the natural science, the social and human science and engineering fields. The Secretary-General also requires UNESCO to take the lead in establishing, chairing and hosting this International Scientific Advisory Board, and also to provide its Secretariat.
- At the regional and country level, UNESCO continues to strengthen its involvement in regional UNDG teams on the one hand, and in United Nations Country Teams on the other.

Strategic Direction Four – Strengthening Governance

The dialogue between UNESCO's Secretariat and Member States has become more fluid and constructive with a distinct acceleration in the number of formal and informal briefings and exchanges on thematic issues. UNESCO is in the process of strengthening its reporting and accountability framework and has made major progress in disclosing information more frequently and coherently.

- Meetings between the heads of the three governing organs of UNESCO have taken place regularly. There has been a distinct acceleration in the number of briefing and information sessions for Permanent Delegations on specific subjects, thematic issues, and on the current state of affairs of the Organization. Eight information meetings and two thematic debates were held between March and July 2012.
- Several action points which triggered formal decisions on the working methods of the Executive Board, the General Conference and the Secretariat for statutory sessions of the Board and the Conference, have now been fully integrated into the work practices of the Organization.

- UNESCO continues to strengthen its accountability framework in line with benchmarked good practices through *inter alia* the recent introduction of a fraud policy and annual statements and managers' attestations on internal control. The Secretariat also strives to improve the EX/4 and C/3 reporting. Annex II of 190 EX/INF.12 provides more details of the development of the accountability framework.

Strategic Direction Five – Developing a Partnership Strategy

During the past few months significant progress has been achieved in the development of a Partnership Strategy. A comprehensive policy framework has been developed for approval by the Executive Board, equipping the Organization with a better evaluation and selection process for new and existing partnerships.

- In response to 187 EX/Decision 17 (IV) and 189 EX/Decision 11, a comprehensive policy framework for strategic partnerships has been developed. It comprises an umbrella statement and individual strategies for engagement with *inter alia* the private sector, bilateral donors, media companies, and NGOs. It contains objective criteria for the selection, approval and renewal of partnerships, as well as funding and accountability clauses.
- Within this framework, a more rigorous and transparent evaluation process is proposed with the view to evaluate both the impact of the potential partner, especially for NGOs, as well as the past cooperation between the partner and UNESCO.
- Progress has been made towards disseminating information on UNESCO's partners to Member States in a more consistent and efficient way. For instance, a special forum devoted to partner NGOs' initiatives has been put in place on the UNESCO website for Member States and National Commissions.

Progress achieved on specific issues:

7. At its 189th session, the Executive Board further requested specific information on a number of action points deemed particularly important. The Executive Board requested:

“the Director-General to submit to it at its 190th session a report on progress in the implementation of the recommendations and planned actions contained in documents 186 EX/17 Parts I and II, respectively, with particularly elaborate and specific information on the concrete steps taken and progress made in order to (see relevant points in the table in document 189 EX/INF.6):

- (a) propose detailed terms of reference and clear methods of work for the drafting group on the C/4 and C/5 documents (1 e), and ensure that draft decisions relating to the C/4 and C/5 documents are agreed in the relevant commissions of the Executive Board prior to consideration by the drafting group (4 p);*
- (b) recommend criteria for introducing new and maintaining existing programmes funded from the regular programme or from extrabudgetary sources (1 f);*
- (c) introduce results-based budgeting (1 j);*
- (d) introduce systematic programme reviews (1 l), monitor low-performing programmes separately (1 m), and conduct systematic evaluations of programmes (1 n);*
- (e) review and propose new consultation processes for the C/4 and C/5 documents (1 h)*
- (f) carry out a review of all partnership agreements with United Nations partners (1 o);*

- (g) *define responsibilities, roles and expected outcomes of all organizational entities, including category 1 institutes (2 b);*
- (h) *make better use of information meetings by allowing, through consultations with regional groups, Member States to identify periodically the subjects that they would like to discuss (4 d);*
- (i) *develop a draft policy framework for strategic partnerships (5 a).*

8. This section highlights progress achieved on these areas:

- (a) **The terms of reference and methods of work for the drafting group of the C/4 and C/5 documents (1 e and 4 p):** the Chair is in consultation with members of the Board and the Secretariat concerning the manner in which the examination of the C/4 and C/5 documents should be handled at the 190th and 191st sessions of the Executive Board. Proposals are discussed at the Board's Bureau meeting and submitted to the Plenary.
- (b) **Criteria to introduce new and maintain existing programmes (1 f):** The quarterly review of work-plans by the Bureau for Strategic Planning, as well as the questionnaire sent to Permanent Delegates in the framework of the preparation of document 37 C/5, have constituted a testing ground for determining criteria to phase out or maintain programmes.
- (c) **The introduction of results-based budgeting (1 j):** The introduction of RBB is being examined by the Bureau of Strategic Planning (BSP) and the Bureau of Financial Management (BFM), in cooperation with IOS. A document will be presented to the Executive Board with more detailed information.
- (d) **Systematic programme reviews and evaluations (1 l, 1 m, and 1 n):** In the framework of the quarterly work plan review exercise, the Bureau for Strategic Planning monitors low performing programmes and puts forward recommendations in this regard to the Director-General. Moreover, a number of programme evaluations are planned for 2013 as indicated in the 36 C/5 Evaluation Plan. The 37 C/4 Indicative Evaluation Plan will provide adequate coverage of all key programmes over the period covered by the Medium-Term Strategy.
- (e) **The review of consultation processes for the C/4 and C/5 documents (1 h):** the consultations on documents 37 C/4 and 37 C/5 have been an open process, starting from the 36th session of the General Conference (Leaders' and Youth Fora) and including meetings on various issues in UNESCO's priority areas (e.g. the Director-General's information meetings, thematic conferences), as well as the use of questionnaires on the C/4 and C/5 documents and the regional consultations. The format of the questionnaires on the C/4 and C/5 documents was changed to include both qualitative (e.g. past evaluations) and quantitative (e.g. prioritization, scoring, ranking) elements with a record number of responses (as of 1 July, 113 Member States had responded to the questionnaires). To facilitate the identification of objectives, priorities and other programme issues, preliminary analysis of the responses was made available for the Director-General's regional consultations; the first two of which were conducted in June (in Africa and Asia and the Pacific).
- (f) **The review of partnership agreements with the United Nations partners (1 o):** after a mapping exercise of UNESCO's existing partnership agreements with United Nations partners, the Secretariat established a timetable for the review of the Memoranda of Understanding to be carried out during the biennium. Consultations have been launched with a number of agencies and the first revised partnership agreement is to be signed with ITU in the autumn of 2012.

- (g) **The definition or roles, responsibilities, and expected outcomes of UNESCO's entities, in particular category 1 institutes (2 b):** the evaluation of UNESCO's category 1 institutes for education is ongoing with special attention paid to programme coherence, financial sustainability and streamlining administration and governance, as well as the clarification of roles and responsibilities. The implementation of the field reform in Africa is ongoing with a redefinition of the roles of the two regional offices in Nairobi and Dakar in conformity with the accountability framework outlined in documents 187 EX/33 and 36 C/27.
- (h) **The use of information meetings (4 d):** information meetings henceforth constitute an integral part of the work practices of the Organization. Between the 189th session of the Executive Board and July 2012, several information meetings have been organized as well as two thematic debates. Furthermore, there have been a number of more informal briefings to electoral groups resulting in a constant dialogue between Member States and the Secretariat.
- (i) **The policy framework for partnerships (5 a):** a comprehensive policy framework for strategic partnerships will be presented to the 190th session of the Executive Board (190 EX/21 Part II). It comprises an umbrella statement as well as individual strategies for engagement with private sector, bilateral government donors, media companies, NGOs, parliamentarians, Associated Schools, UNESCO Clubs, and UNESCO Chairs.

III. IEE FOLLOW-UP MECHANISM

9. The Director-General will continue to inform the Governing Bodies of progress made in response to the IEE through a progress report to the 191st session of the Executive Board. In addition, a dedicated website containing all relevant material on the IEE and its follow-up was developed and is accessible through the *UNESCO.int* website for Member States and their National Commissions.

Proposed draft decision

10. The Executive Board may wish to adopt a decision along the following lines:

The Executive Board,

1. Recalling 35 C/Resolution 102, 185 EX/Decision 18, 186 EX/Decisions 17 (I) and (II), 187 EX/Decisions 17 (I) and (II) and 36 C/Resolution 104,
2. Having examined documents 190 EX/21 Part I and 190 EX/INF.12,
3. Takes note of the progress made by the Secretariat in the implementation of the recommendations of the Ad Hoc Working Group on the Independent External Evaluation of UNESCO, and the Director-General's action plan with respect to the operational aspects of the independent external evaluation of UNESCO;
4. Invites the Director-General to continue implementing the recommendations and planned actions;
5. Requests the Director-General to submit to it at its 191st session a report on progress in the implementation of the recommendations contained in document 186 EX/17 Part I and the planned actions contained in document 186 EX/17 Part II.



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FOLLOW-UP TO THE INDEPENDENT EXTERNAL EVALUATION OF UNESCO

PART II

POLICY FRAMEWORK FOR STRATEGIC PARTNERSHIPS: A COMPREHENSIVE PARTNERSHIP STRATEGY

SUMMARY

This report presents the first comprehensive partnership strategy for UNESCO. It responds to 187 EX/Decision 17 Part IV which requested the Director-General “*to refine further the umbrella statement on partnerships, in the light of the discussions at its 187th session, and to further expand and complement it through separate strategies for engagement with the private sector, media companies, civil society and NGOs, parliamentarians, Associated Schools, UNESCO Clubs, UNESCO Chairs and other partners*”.

This report has no financial or administrative implications

Action expected of the Executive Board: proposed decision in paragraph 27.

I. Scope of the comprehensive partnership strategy

1. UNESCO relies on a broad and diverse set of collaborative relationships and partnerships to pursue its mission and implement its programmes.

2. The comprehensive UNESCO partnership strategy is underpinned by an umbrella statement which defines an overall framework for partnerships developed and entered into by UNESCO. At its 187th session, the Executive Board stressed the need to refine the umbrella statement presented at that session in the light of its discussions, and requested the Director-General “to refine further the umbrella statement on partnerships, in the light of the discussions at its 187th session, and to further expand and complement it through separate strategies for engagement with the private sector, media companies, civil society and NGOs, parliamentarians, Associated Schools, UNESCO Clubs, UNESCO Chairs and other partners”. The present umbrella statement also addresses the role that National Commissions are expected to play as integral members of the UNESCO family in the context of UNESCO’s cooperation with each category of partner. Bilateral government donors which engage with UNESCO in partnership on specific themes, programmes and institutions, over and above their contribution to UNESCO as Member States, are also included here as a category of partner. Category 2 institutes and centres, however, fall outside the scope of the strategy, as the General Conference has adopted a separate strategy for these entities.

3. A coherent set of strategies using common criteria has been developed for individual categories of partner, as contained in 190 EX/INF.7 “**Separate strategies for engagement with different categories of partner**”. The analysis of the various individual strategies demonstrates where opportunities lie for developing complementarities and interaction between these strategies. Conversely, it also highlights the diversity of partners involved in elaborating and implementing UNESCO’s programme and where opportunities exist for a tailored approach. These diverse partners cooperate with UNESCO both on an individual basis and through their participation in wider multi-stakeholder partnerships.

4. The present document has sought to streamline individual partnership strategies, avoid overlaps, develop complementarities and interaction between individual partnership strategies, and clarify the role played by National Commissions. The document also draws on the work of the consultant engaged in 2010 to help develop a forward-looking and organization-wide approach to partnerships. Key points made by the consultant were the need to achieve clarity of terminology when describing partnership activities, to recognize the value UNESCO brings to partnerships, to organize existing resources, to prioritize partnership support, to streamline approval processes and to build an in-house culture of partnership learning.

II. UNESCO’s rationale for engagement with partners

5. UNESCO’s rationale for partnerships includes the following:

- (a) To promote the understanding of UNESCO’s goals and ideals and work towards the implementation of its programmes at various levels;
- (b) To build alliances for advancing UNESCO’s programme priorities and values;
- (c) To access technical and technological expertise and support;
- (d) To draw on specialist support and involvement;
- (e) To mobilize financial and in-kind resources to strengthen the scope, outreach, visibility and effectiveness of UNESCO’s action and presence in the field, and to complement the regular programme, its results and impact;
- (f) Support policy and decision-making by UNESCO;

- (g) Reinforce the understanding, ratification, implementation and monitoring of UNESCO's normative frameworks;
- (h) Advance teaching, learning and research that supports the development of sustainable knowledge societies;
- (i) Ensure that UNESCO's key messages reach as wide an audience as possible.

6. The principles which apply to the way in which UNESCO engages with partners in general include the following:

- (a) **Shared objectives:** define a common purpose with mutual benefit that is consistent with UNESCO's mandate and its programme objectives and priorities;
- (b) **Equality:** within the partnership, partners should have equal status;
- (c) **Legality:** the partners with whom UNESCO engages should have an established legal status and demonstrable track record;
- (d) **Clarity:** clearly define each party's responsibilities, roles and contributions;
- (e) **Transparency:** both parties must be able to raise issues concerning the quality of the working relationship and the ongoing roles and contributions of each party;
- (f) **Fairness:** provide no unfair advantage to any individual partner;
- (g) **Accountability:** all forms of cooperation must be reality-based, action-oriented and produce concrete measurable results;
- (h) **Sustainability:** the scope and results of cooperation should be sustainable beyond partnership duration, without dependence on ongoing contribution by one or both partners, thereby ensuring ownership by the end-beneficiaries.

7. Appropriate checks and assessments need to be put in place for:

- (a) **Risks:** Identify areas of greatest risk at the outset, both in relation to a potential partner and the proposed nature of a partnership;
- (b) **Commitment:** Consider the time and human resource commitments required to implement joint activities;
- (c) **Decision-making:** Consider a decision-making model and mechanism appropriate to the nature of a partnership (i.e. number of partners, scale of activities, timelines, geographic scope);
- (d) **Outcomes and results:** Define objectives/goals, outcomes and expected results;
- (e) **Benefits:** Ensure that a partnership delivers tangible and measurable benefits to beneficiaries as well as to partners.

8. UNESCO will not cooperate with entities which:

- (a) are involved in any product, services or activities that conflict with UNESCO's mandate or undermine UNESCO's work and reputation;
- (b) are complicit in human rights abuses, tolerate forced or compulsory labour or the use of child labour;

- (c) are directly involved in the sale or manufacture of antipersonnel landmines or cluster bombs, or otherwise do not meet relevant obligations or responsibilities required by the United Nations;
 - (d) are violating sanctions approved by the United Nations Security Council.
9. The benefits that UNESCO brings to partnerships may be summarized as follows:
- (a) UNESCO has an established reputation in its fields of competence on which is built a strong global brand;
 - (b) UNESCO is recognized as an impartial interlocutor, particularly within governmental and academic circles;
 - (c) With its convening power and global outreach, UNESCO acts as a bridge-builder between local/national aspirations and global policy-making objectives and as a champion for intercultural dialogue;
 - (d) As a catalyst for new thinking, UNESCO contributes to setting international and national agendas;
 - (e) UNESCO's expertise in certain key areas of its mandate is unique in the United Nations system and the wider global arena (e.g. heritage, freedom of expression, cultural expressions);
 - (f) UNESCO can ensure delivery in fragile states and post-conflict and post-disaster situations and in critical areas like education, protection of cultural heritage or journalism training;
 - (g) With its combination of expertise in education, the sciences, culture and communication, UNESCO can tackle complex multifaceted problems of the contemporary world at global, regional and national levels in an interdisciplinary manner;
 - (h) UNESCO has at its disposal a number of unique networks with access to governments, academia, educational outlets, the research community, creative communities and cities, civil society, business corporations and associations, the media and a range of organizations of the United Nations system.
10. The way in which partners work with UNESCO takes a number of different forms, *inter alia*:
- (a) consultation on the elaboration of UNESCO's programme;
 - (b) implementing UNESCO's programme;
 - (c) contributing to the development of policies, standards and norms that are linked to UNESCO's mandate;
 - (d) providing technical assistance and advisory services;
 - (e) supporting UNESCO's advocacy and policy dialogue efforts;
 - (f) monitoring of progress against established goals and results;
 - (g) providing cash contributions to UNESCO;
 - (h) the provision of in-kind contributions; this could include seconded personnel, or volunteers, equipment, or media related products and services.

III. Resource mobilization through partnerships

11. With regard to the categories of partner covered by the present strategy, resources are primarily mobilized for UNESCO's programmes through cooperation with bilateral government partners and private sector partners. In 2010, UNESCO received US \$204 million from bilateral government donors, and for 2011 the corresponding figure was US \$195 million. Through cooperation with private sector entities, UNESCO mobilized around US \$21 million in 2010 and US \$31 million in 2011. In some cases, NGOs may also make financial contributions to UNESCO for the execution of certain programme elements.

12. UNESCO also makes financial and in-kind contributions to partnerships. In-kind contribution may include staff time, knowledge resources, and access to networks or communication channels. With regard to NGOs, UNESCO may make financial contributions to entities which are expected to make a particularly effective contribution to the implementation of its programme. The different kinds of financial contributions are detailed in the Directives concerning the Partnership with NGOs (see document 190 EX/INF.7 with separate strategies). UNESCO also contributes resources to the organisation of subregional, regional and international meetings of parliamentarians. UNESCO Clubs generate their own resources through membership fees and/or receipts from public functions organised by the clubs themselves. UNESCO Chairs/UNITWIN are similarly self-financed. In the two latter cases, UNESCO's regular programme funds are deployed to foster networking between the partners, to promote the sharing of knowledge and good practice and to enhance cooperation with UNESCO sectors and field offices.

IV. Strategy for engagement with and management of UNESCO's partnerships

13. While the scope and depth of UNESCO's partnerships attest to the ability of the Organization to attract diverse partners for the delivery of results, UNESCO needs to define clearly its strategy for engagement with each category of partner and relevant networks of partners. The management of these partnerships calls for particular attention to benefits and costs as well as to reputational and other risks that may be incurred when engaging with partners.

14. In this regard, comprehensive arrangements need to be in place to ensure the efficient and sustainable management of UNESCO's partnerships, such as:

- (a) clear principles for engagement with partners;
- (b) established procedures for the selection and, where appropriate, the accreditation of a partner, the renewal of a partnership, and eventual disengagement from a partnership;
- (c) an accountability framework for the development, implementation and assessment of a partnership;
- (d) clear rules for and efficient management of the use of UNESCO's name and logo;
- (e) modalities for joint planning and monitoring;
- (f) evaluation of results.

All of the above are analysed in detail under the individual strategies for engagement with different categories of partners set out in document 190 EX/INF.7. The arrangements in place are not uniform. They are tailored to the particular type of partner concerned, the nature of the cooperation with UNESCO and the level of risk perceived.

15. Generally speaking, the accountability for the development and implementation of a given partnership in accordance with UNESCO's programme priorities and regulations and rules lies with the Programme Sectors. For various categories of partnership, overall coordination relating to the formal aspects of cooperation is ensured either by the Bureau of Strategic Planning (private sector,

bilateral government donors), or the Sector for External Relations and Public Information (NGOs, parliamentarians, clubs, media), or concerned Programme Sectors (in case of the UNITWIN/UNESCO Chairs Programme). For partnerships, with financial implications, or involving non-standard financial and legal arrangements, the Programme Sectors are accountable for ensuring that the appropriate checks have been undertaken by the Bureau for Financial Management and the Office of Legal Affairs. Decisions to engage in significant private sector partnerships may be subject to ad hoc prior review by UNESCO's senior management.

16. As a central component of the Organization's ownership and intellectual property, UNESCO's name, acronym and logo requires robust protection from inappropriate and unauthorized use. The relevant rules are specified in the prevailing Directives concerning the use of the name, acronym, logo and Internet domain names of UNESCO adopted by the General Conference.

17. Monitoring is critical to keeping UNESCO's various partnerships activities on track. Across the board, all UNESCO's partnerships are monitored through SISTER, and periodic updates are provided to the governing bodies including on the execution of the Programme adopted by the General Conference (EX/4). Whenever specific monitoring and reporting arrangements are envisaged, they are referred to in the relevant separate strategy with different categories of partners (190 EX/INF.7).

18. Arrangements for the evaluation of partnerships differ from partner to partner, and are not systematically reflected in standard agreements with all categories of partner. In future, arrangements for evaluations will be systematically included in all partnership agreements.

19. In response to the request of the Executive Board (187 EX/Decision IV, para.9, b), the following key elements will be included in agreements that will be standardized with all categories of partner: strategic objectives; a consultation or governance mechanism; provisions for monitoring and evaluation; duration; clauses for renewal and termination; promotion of visibility; and the use of UNESCO's name, acronym and logo.

20. To engage more effectively with partners, UNESCO faces a number of specific challenges relating to the way partnership support is organized within the Organization: the need to assemble and increase the accessibility of partnership knowledge through a better presentation of relevant information on UNESCO's website; the need to raise the visibility of partnership expertise and results within the Organization; the need to streamline administrative procedures linked to partnership development, and the need to build an in-house culture of partnership through learning, skills and development of competences.

21. UNESCO's Internet and intranet-based resources on partnerships are currently fragmented. To develop a more streamlined approach to the organization of online partnership resources, UNESCO will provide a single entry point for partnerships on its Internet website. Similarly, a dedicated intranet site will be created for the provision of information, tools and guidance material on engaging with all different categories of partners.

22. To optimize partnership support within UNESCO, existing human resources available to support partnership development within the central and corporate services, the Programme Sectors, and field offices will be more closely networked. To address bottlenecks in partnership development and implementation, administrative procedures relating to partnerships and extrabudgetary cooperation will be kept under constant review to identify opportunities for streamlining.

23. Capacity-building of UNESCO staff at all levels through training in partnership skills is a key step for building a culture of partnership engagement within UNESCO. This can be complemented by targeted secondment of staff to other international organizations inside and outside the United Nations system, and by the development of a system and tools to document best practice, share

experience and collect and disseminate the evaluation of individual partnerships. Secondments to UNESCO, from governmental bodies and to a lesser extent from the private sector, are also becoming an important resource for the Organization, and play a role in knowledge transfer and networking, especially in certain highly specialized areas of UNESCO's competence.

V. Communicating to Member States about partnership

24. In addition to the regular reports of the Director-General to the governing bodies, Permanent Delegations of Member States and their National Commissions will be kept regularly informed of developments relating to partnerships through the dedicated partnership website of UNESCO. The website will also document the results achieved through partnership.

VI. Role of National Commissions

25. As liaison bodies established between UNESCO and the Member States on one hand, and the government and the civil society on the other, National Commissions for UNESCO could play an important role to build and maintain partnerships in their respective country. Very often, UNESCO networks and partners such as NGOs, UNESCO Clubs, parliamentarians, media companies, Associated Schools, UNESCO Chairs, category 2 institutes, youth and women organizations, cities and municipalities, and the private sector, are represented within their National Commission as constituent members. National Commissions are best placed to provide them with relevant information, advice and guidance on the partnership issue vis-à-vis UNESCO. Their information and advisory role is necessary to generate and sustain these partnerships. According to the Directives concerning the use of the name, acronym, logo and Internet domain names of UNESCO (33 C/Resolution 89), they can authorize and monitor the use of UNESCO's name and combined logo by their national partners such as UNESCO Associations, Clubs and Centres. National Commissions consequently have a considerable responsibility for ensuring that partners' activities are in line with UNESCO's goals and principles. UNESCO will rely on the network of National Commissions to mobilize, develop and coordinate partnerships at the country level. National Commissions will be therefore contacted, informed and consulted if necessary on issues of partnerships in their countries. Their collaboration, assistance and contribution to the implementation of UNESCO partnership strategy will be highly valued and appreciated.

VII. Review of the Comprehensive Partnership Strategy and further refinement of strategies for cooperation with individual categories of partner

26. The Comprehensive Partnership Strategy aims to help achieve the strategic objectives of the C/4. It will be aligned with the new C/4 cycle of eight years and reviewed every four years to ensure its continuing relevance.

Proposed decision

27. In view of the above, the Executive Board may wish to adopt a draft decision along the following lines:

The Executive Board,

1. Recalling 187 EX/Decision 17 (IV) which requested the Director-General "to refine further the umbrella statement on partnerships, in light of the discussions at its 187th session, and to further expand and complement it through separate strategies for engagement with the private sector, media companies, civil society and NGOs, parliamentarians, Associated Schools, UNESCO Clubs, UNESCO Chairs and other partners",
2. Having examined document 190 EX/21 Part II entitled "Policy Framework for Strategic Partnerships: A Comprehensive Partnership Strategy" including a refined umbrella statement and document 190 EX/INF.7 comprising separate strategies for engagement

with the private sector, bilateral government donors, media companies, NGOs, parliamentarians, Associated Schools and UNESCO Clubs,

3. Underlining the importance of developing partnerships in order to reinforce the relevance, impact, credibility, efficiency, effectiveness and visibility of UNESCO's work,
4. Recalling in this regard the relevant recommendations made by the Independent External Evaluation of UNESCO, which stressed in particular that "UNESCO needs to develop a comprehensive strategy for partnership that looks outwards to civil society, expert communities and the private sector to ensure its relevance, advance its values and implement its programmes" (185 EX/18, para. 56),
5. Further recalling the relevant recommendations of the Executive Board's Ad Hoc Working Group on the Independent External Evaluation of UNESCO, in particular the "need for UNESCO to develop a comprehensive policy and accountability framework for strategic partnerships that looks outwards to civil society, expert communities and the private sector" (186 EX/17 Part I (V),
6. Also recalling the Executive Board's invitation to the Director-General "to refine further the umbrella statement on partnerships, in light of the discussions at its 187th session, and to further expand and complement it through separate strategies for engagement with the private sector, media companies, civil society and NGOs, parliamentarians, Associated Schools, UNESCO Clubs, UNESCO Chairs and other Partners",
7. Recognizing the active role of National Commissions for UNESCO in the building and development of partnerships and their role as liaison bodies between UNESCO and the Member States, as well as between the government and civil society in each country,
8. Endorses the Comprehensive Partnership Strategy including the umbrella statement and the separate strategies for engagement with the private sector, bilateral government donors, media companies, NGOs, parliamentarians, UNESCO Clubs and the UNITWIN/UNESCO Chairs Programme.